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21 October 1969

MEMORANDUM FOR: D/DCI/NIPE

SUBJECT : NIRB

1. A review of past NIRB activities and perusal of your letter of 23 September 1969 to [REDACTED] have left me without an appreciation of the overall role and objectives of NIRB. Obviously this does not mean that overall objectives do not exist, but rather that the change in membership might lead to misunderstandings or in fact diverse objectives might exist. I, therefore, believe that it is important at this time to become specific and hopefully to get agreement on the overall objectives, goals and means of achievement among the three new members.

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2. The actual environment in which NIRB must exist is typified by a shortage of capabilities for resource evaluation throughout the community, but especially within NIRB itself. Furthermore, the need for resource evaluation which utilizes modern evaluation techniques is becoming much greater as expensive alternatives characterize essentially all decision issues. Two other environmental factors of importance are that NIRB has, by its composition, a consumer orientation and has national scope, that is, cognizance of all four programs and interest in non-Defense intelligence.

3. In consideration of the above factors, it appears reasonable to outline a set of overall objectives for NIRB along the following lines:

a. Lead, monitor and order resource evaluation efforts throughout the community. The tasks under this objective would include insuring the optimum allocation of resource evaluation efforts

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at all echelons in order to facilitate decision making on the most important and significant decisions, whether they be dollar or substantive intelligence issues. To achieve this a minimum prerequisite is a consumer-based ordering of the relative importance of intelligence needs. A point of departure for this first objective would be an active monitoring program, first, to identify the available capabilities for resource evaluation and plans for their use, and, second, to determine the best allocation of their efforts and the possible need for development of additional capabilities.

b. Lead efforts throughout the community to develop and maintain better inputs for resource evaluation. The TOD is a giant step toward this objective. In addition, there is need for overall value structure of intelligence problems and for a better understanding of collector/producer capabilities. The overall value structure should form the base for not only the TOD breakdown but also the score card against which collector/producer capabilities can be measured. Finally, having the score card and an associated grade for individual collector/producer systems, a technique for defining duplication, redundancy and gaps resulting from ensembles of systems is required.

c. Structure and assign resource evaluation problems on specific decision issues to appropriate capabilities throughout the community. Though this function will obviously loom large in the day-to-day operations of [REDACTED] shop, it is likely that his emphasis will be on decision issues involving lots of money, that is, it will be collector oriented. However, because I anticipate that [REDACTED] shop will concentrate on military problems, the NIRB must insure broadening its targets to include nondefense categories. Also, additional emphasis must be placed on substantive problems in which consideration of one particular collector decision, however expensive, is inadequate.

3. I believe that the above three objectives are feasible and accomplishable, but they will obviously not be met overnight. Rather, if they are accepted as conceptually sound, they will serve as a framework for NIRB activities, even in the short term. Acceptance of these or similar objectives could orient NIRB efforts in an organized way which is compatible with the diverse capabilities, interests and goals of the national consumers.

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